

PRD: DSA: A4
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23 AUG 1974
SS

MEMORANDUM FOR: Deputy Director for Administration
FROM : Director of Training
SUBJECT : CIA Senior Seminar

1. Action Requested: This memorandum is to bring to your attention and to suggest discussion by the Management Committee my concern about the long-term utility of the CIA Senior Seminar. The recent experience of the Training Selection Board with the nominations of officers to attend the course raises serious questions about the overall quality and balance of those attending, particularly when considered in light of the cost of running the Seminar.

2. Basic Data: From its beginning, the Seminar has been designed for supergrade and promising GS-15 officers. In contrast to senior officer courses conducted outside the Agency, the Seminar focuses on subjects and issues of direct concern to CIA and to the U.S. intelligence effort. The quality of presentations is on a level with the National War College, the Senior Seminar in Foreign Policy and the Federal Executive Institute. As the single greatest source of learning in the Seminar is derived from the inputs and interaction of the members, they should be very able officers who collectively represent the different elements of the Agency and its wide range of activities.

3. The first CIA Senior Seminar was run in the fall of 1971. Five Seminars have been held to date and a sixth is due to commence on 22 September. The record of nominations to the Seminar is uneven. Except for Seminar One, when 34 officers were nominated, the number of nominees has tended to be too small to permit the Training Selection Board to pick a consistently strong and balanced group. Attachment A shows the numbers of nominations and selections from Seminars One through Six; the data on Seminar Six are,

of course, subject to further change. You will note from the table that Seminars Five and Six show a significant decline in the number of nominations from the Operations Directorate with the result that it was not represented in proportion to its overall strength.

4. Attachment B gives a breakout of participants in the Seminar as between GS-15's and supergrades. Although attendance by supergrades has been given considerable emphasis by top management, I think that this is a less serious matter than is the need to secure a strong and balanced group, inasmuch as well-qualified GS-15's also make significant contributions. But the record, particularly in the Seminars Four through Six, shows a decided decline in attendance by supergrade officers.

5. Given the current constraints on resources, we must be certain that our investment of personnel and funds is resulting in a maximum return. The cost of running the Seminar is substantial. Using Seminar Five as the basis, the direct costs to OTR of running the Seminar are as follows:

Staff salaries	\$57,000
Guest speaker fees	4,300
Field trip	6,100
Local travel	600
Miscellaneous	200
 TOTAL	 \$67,200 1/

The direct cost per "student day" of the Senior Seminar Five was \$73; on a comparable basis the cost per student day of the Senior Seminar in Foreign Policy is \$63; the Federal Executive Institute is \$85; the Harvard AMP was \$115; and a typical short AMA course is \$176.

6. Staff Position: As shown by the extensive feedback received from the almost 100 officers who attended the first

1/ Not included in this estimate are such indirect costs as the salaries of participants while in the Seminar; the costs associated with CIA and other government speakers; such overhead costs as OTR graphics, library, and audio support; and the cost of facilities used by the Seminar.

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five Senior Seminars, they are unanimous that their attendance has been beneficial to them in present and prospective job assignments. I think that the value and quality of the program are well known, and it is not necessary to establish or belabor that point here. Given the experience with the nominations to Seminars Five and Six, I do not, however, believe that the Seminar is fulfilling Mr. Colby's recommendation of 25 September 1972, that it "be aimed at senior levels who will go to higher responsibilities."

7. In the light of the above, several options appear to be open:

- a. As part of the Annual Personnel Plan, each Directorate could identify those senior officers selected for attendance in future runnings of the Seminar as part of their executive development. In August 1972, Mr. Colby envisaged that such "programming" for the Senior Seminar and other essential courses could be done up well in advance of actual attendance. If carried out, this course of action would indicate whether the Seminar should be continued on its present basis;
- b. If candidates for the Seminar are not nominated or cannot be identified through the Annual Personnel Plan in sufficient numbers to provide a strong and balanced group, the Seminar could be discontinued following its sixth running in November; or alternatively,
- c. The Seminar could be transformed, in cooperation with the IC Staff, into a course for senior officers from throughout the Intelligence Community. In order to make it a truly inter-agency program, it would require, in my judgment, an inter-agency staff and a reduction in the number of CIA attendees; i.e., the number of Agency participants should be in rough proportion to the Agency's strength within the total Intelligence Community or about four or five per running.

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8. Recommendation: I recommend that you bring the issues raised above to the attention of the CIA Management Committee and to the Director, given his extensive personal involvement in selecting qualified officers and his interest in the Seminar.

[Redacted]
Alfonso Rodriguez
Director of Training

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Atts

Distribution:

- 0 - Adse (w/atts)
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- 2 - OTR/II

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Senior Seminar
Nominations and Attendees

	<u>Seminar One</u>		<u>Seminar Two</u>		<u>Seminar Three</u>		<u>Seminar Four</u>		<u>Seminar Five</u>		<u>Seminar Six</u>	
	Nom.	Att.	Nom.	Att.	Nom.	Att.	Nom.	Att.	Nom.	Att.	Nom.	Selected
Director's Area	1	1	2	2	2	1 ^{2/}	1	1	0	0	0	(0)
Directorate of Administration	7	4	5	5 ^{2/}	6	4	6	5	6	4	6	(6)
Directorate of Intelligence	11	6	6	6	6	5	4	4	8	7	6	(6)
Directorate of Operations	10	6	4 ^{1/}	3 ^{2/}	7	6	6	6	4	4	4 ^{1/}	(2)
Directorate of Science and Technology	6	3	4	4	4	4	7	4	5	5	5	(5)
	<u>35</u>	<u>20</u>	<u>21</u>	<u>20</u>	<u>25</u>	<u>20</u>	<u>24</u>	<u>20</u>	<u>23</u>	<u>20</u>	<u>21</u>	<u>1</u>

1/ One nominee withdrawn prior to selection by the Training Selection Board.
2/ One member was withdrawn during the Seminar.
3/ Anticipated on basis of current information.

Senior Seminar
Grades of Attendees

	<u>Seminar One</u>		<u>Seminar Two</u>		<u>Seminar Three</u>		<u>Seminar Four</u>		<u>Seminar Five</u>		<u>Seminar Six</u>	
	GS-15	SG	GS-15	SG	GS-15	SG	GS-15	SG	GS-15	SG	GS-15	SG
Director's Area	0	1	1	1	0	1	0	1	0	0	0	(0)
Directorate of Administration	1	3	0	5	0	4	3	2	3	1	(2)	(4)
Directorate of Intelligence	5	1	3	3	3	2	1	3	5	2	(4)	(2)
Directorate of Operations	6	0	3	0	5	1	5	1	3	1	(2)	(0)
Directorate of Science and Technology	1	2	2	2	1	3	3	1	3	2	(4)	(1)
	<u>13</u>	<u>7</u>	<u>9</u>	<u>11</u>	<u>9</u>	<u>11</u>	<u>12</u>	<u>8</u>	<u>14</u>	<u>6</u>	<u>12</u>	

/ Anticipated on the basis of current information.

Background Papers on the Senior Seminar

Tab 1 MFR from A/DDS, 17 Dec 1970

Tab 2 Memo from Ex-Dir Comptr to DTR, 7 Jan 1972

Tab 3 Memo from Ex-Dir Comptr to the Four Deputy Directors, 14 Jan 1972

Tab 4 Background paper prepared for DTR, 3 Aug 1972

Tab 5 Memo from A/DDS to DTR, 14 Aug 1972

Tab 6 Memo from DDS to DTR, 10 Aug 1972

Tab 7 Extract from MFR on Deputies Meeting on 19 Sept 1972, 25 Sept 1972

Tab 8 Memo from C/TSB to the Four Deputy Directors and AO/DCI, 7 June 1974

DD/S 70-4891

17 DEC 70

MEMORANDUM FOR THE RECORD

SUBJECT: New Senior Seminar

1. Colonel White called Mr. Cunningham and me to talk about the proposed new Agency Senior Seminar. He had discussed the subject with the Director following the last Deputies' meeting discussion. The Director was not completely sold on the validity of the course and limited his approval to a single running, upon completion of which a very hard review and evaluation will be accomplished. The Director was also not completely happy with the three-month duration, believing that this involved a very heavy drain on senior Agency officials' time. He "worried" the question of whether the problem of training is becoming a way of life and the time taken from senior officials as they are called upon to speak to such a course. Colonel White stressed the importance of putting together a first class program for the first running of the new Senior Seminar.
2. Colonel White suggested to Mr. Cunningham that the Director's remarks indicated the desirability of conducting an overall review to insure that we are not presenting repetitively various courses merely because they have been on the schedule traditionally.
3. Mr. Cunningham stated that he was not surprised at the Director's action since it fit with some of the sentiments he expressed to the Midcareer students last Friday. At that time his remarks included a reference to a statement of his own father that "education is the most selfish of occupations".

John W. Coffey
Assistant Deputy Director
for Support

ADD/S:JWC/es

Retyped:ms (17 Dec 70)

Distribution:

Orig - DD/S Subject

1 - Director of Training

1 - DD/S Chrono

SECRET

EX-REF ID: A65461
21-68461

7 January 1972

72-C110
DTR-PG

MEMORANDUM FOR: Director of Training

SUBJECT : Senior Seminar

REFERENCE : Memo dtd 17 Dec 71 to ExDir-Compt fr DTR,
same subject

1. I have read with care your report on the first running of the CIA Senior Seminar and, along with Bill Colby, discussed it with the Director on 6 January 1972. I am impressed with the generally laudatory remarks in the critiques of the participants, with the scope and relevance of the several blocks of instruction, with the number of Agency and non-Agency guest speakers, and in general with the considerable investment in this nine-week program for twenty officers.

2. I am confident that these twenty officers did indeed get a great deal out of the Seminar and that both they and the Agency have profited from it. Without reflecting adversely on any of these officers, I think that, if we are going to make such an investment in a seminar in which only forty people can participate during a calendar year, we must make certain that those forty are selected with the greatest of care and with serious consideration as to their potential for and the possibility of their occupying even more important positions in the years to come. It is my recollection that this Seminar was to be designed primarily for supergrades, although I note that only seven of the twenty participants were actually supergrades.

3. Approval is hereby given for a second (spring) running of the Seminar, after which the Director should be consulted again before it is incorporated as a regular and continuing part of our training program. You are asked to consult with the Executive Director-Comptroller concerning the criteria for selecting the participants for the next Seminar.

[Redacted]
L. K. White
Executive Director-Comptroller

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DD/S 72-0129
ER 72-362

14 January 1972

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support

SUBJECT : Senior Seminar

REFERENCE : Memo for DTR from ExDir dtd 7 Jan 72,
Same Subject

1. As you know, the Director has approved a second running of the Senior Seminar. This is planned to run for the nine weeks beginning 12 March 1972, the first week to be held at [redacted] and the remainder of the program to be presented in the Senior Seminar space in Chamber of Commerce Building.

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2. It is essential that the twenty officers selected for the second Senior Seminar represent the cream of the Agency, whose attendance will produce identifiable benefits for them and the Agency. In order to allow adequate time for selection through the Training Selection Board process, your nominations should reach the Director of Training, who is also Chairman of the Training Selection Board, by 10 February.

3. One of the questions as to the Seminar is whether it contributes as much to the Agency as to the participants. To ensure this, I believe that the identification of appropriate nominees is sufficiently important to ask that you personally endorse each recommendation and confirm that it proposes a "corner" who undoubtedly will advance at least one more grade and is presently in or is headed for senior

responsibilities in your directorate. While the emphasis should be on officers in grades GS-16 and above, unusually promising GS-15 officers may also be proposed.



25X1A

W. E. Colby
Executive Director-Comptroller

cc: D/ONE
General Counsel
IG
Legislative Counsel
DTR
AO/DCI

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SUBJECT: THE CIA SENIOR SEMINAR

1. Background: The proposal to establish a Senior Seminar was made by the Director of Training in a paper of 16 November 1970 to the Executive Director. The reasons he advanced were that a much larger number of officers were being nominated for external senior officer courses than the Agency had places (59 had been nominated for 26 places in 1971-72; 61 for 30 places in 1972-73 and 45 for 30 places in 1973-74), the success of the Advanced Intelligence Seminar in attracting middle-level officers, and the need for a senior-level training program which concentrates on the Agency, intelligence work and closely related subjects, in contrast with the different content and foci of senior external courses. He also pointed out that such a senior course in intelligence was needed as an integral part of a rational career development program for Agency officers. The proposal, which outlined a Seminar of three months duration to be run twice a year for twenty officers of minimum Grade GS-15, was approved on 15 December 1970 by Colonel White. The Director subsequently approved an initial running and directed it be given a "very hard review and evaluation."

2. Development: [redacted] joined OTR in late December in order to work on the development of the Seminar.

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As a first step, he initiated a study of the senior officer population of the Agency from which participants in the new Seminar would be selected. The population was defined as all GS-15's and higher grade officers who would be 52 years of age or younger as of 1 July 1971. The age cut-off was arbitrarily chosen in the expectation that officers nearing retirement would not be nominated. The population totaled

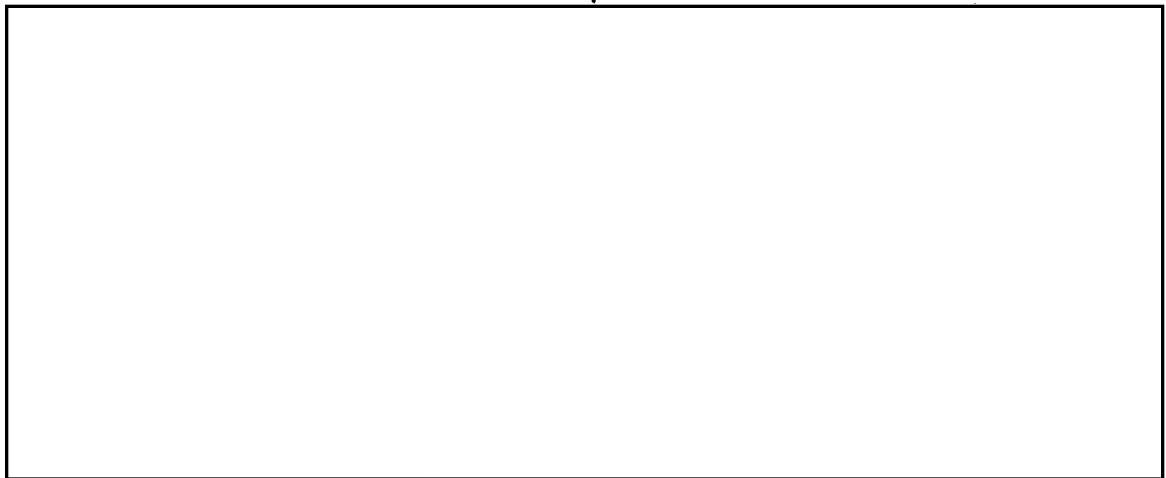
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[redacted] officers and represented [redacted] of the total number of officers in those grades. Selected characteristics of this group were identified as one significant element in developing a program which would be most responsive to the needs of a typical senior officer. The typical officer in this group was found to have spent 22 years in Federal service (including military service) of which 17 had been with the Agency. Of ten representative officers, five possessed bachelor degrees, three had a masters, one a doctorate and one was not a formal degree holder. On the average, twenty years had passed since the typical officer had received his last degree. In terms of mobility within the Agency, 74% had served in only one directorate (counting the DCI area as a directorate); 21% in two directorates; and 5%

in three or four but none in all five. On the average, 41% of the population had spent their entire Agency career in only one component; 32% in two; 18% in three; and 9% in four or more components. Training records indicate that 18% had attended some senior external training course sponsored by CIA; 30% had taken the Managerial Grid; and 23% had attended either the Mid-Career Course or the AIS.

STATINTL 3. Concurrent with the analysis of the senior officer population, [redacted] reviewed the content of senior external courses, such as the Senior Seminar in Foreign Policy and the National War College, as well as OTR courses such as the AIS. Following detailed consultations in the Office of Training he developed a preliminary statement of the objectives for the new Senior Seminar and a rough "model" which comprised a series of blocks covering different subject matter and topics to be covered. With those in hand, he initiated a series of extensive consultations with officers throughout the Agency to obtain their views, ideas and reactions. This process, which resulted in a series of increasingly refined models and statements of objectives for the Seminar, involved one or more discussions with each of the following:

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4. As the work of consulting and developing a model proceeded, a staff was assembled which as of August included six officers who worked as block managers, an administrative officer, a training assistant and a secretary. The Staff helped to plan the Senior Seminar area in the Chamber of Commerce Building which was occupied in early September.

5. Nominations: An announcement of the Senior Seminar was made to component chiefs and training officers on 14 June with a request that the directorates submit nominations by 9 July. Thirty-six officers were nominated from throughout the Agency. In early August, the Training Selection Board picked twenty with one alternate from each directorate. The Board used the criteria that the participants, taken as a group, should have a wide range of foreign area experience and work backgrounds, a spread of grades and be representative of different organizational elements.

The group which attended the first Seminar was comprised as follows:

One GS-16 from the O/DCI; six GS-15's from the Plans Directorate; one GS-16 and five GS-15's from the Intelligence Directorate; one GS-18, one GS-17 and one GS-15 from the S&T Directorate; and three GS-16's and one GS-15 from the Support Directorate.

6. Learning Approach: The Senior Seminar Staff worked hard, and generally with success, to secure the most knowledgeable persons from the academic world and other agencies--some 50 for each of the first two runnings--and from inside CIA--about 100 of our most thoughtful and articulate officers. These presentations provided not only authoritative interpretation of subject matter, but also provided a framework and stimuli to encourage the Seminar members--given their collective range of backgrounds and over 300 years of intelligence experience--to learn from each other through exchanges with the guest speakers, in-Seminar discussions led by the Staff, and in-house lecturers by members and follow-on discussions.

7. Seminar One: The first Seminar was conducted from 19 September through 24 November 1971 (46 working days).

The content was as follows:

Block I--5 days--The Senior Officer as Manager
(held at the [redacted])

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included orientation to the Seminar and management training).

Block II--5 days--The Intelligence Business in CIA

Block III--9 days--World Trends of Significance for Policy and Intelligence

Block IV--4 days-- The Hidden Side of Foreign Policy STATINTL

Block V-A--4 days--CIA's Official Relationships (included day visits to EOB, State and Capitol Hill)

Block V-B--4 days--Domestic Change of Relevance to CIA

Block VI--4 days--New Tools and Methodologies for Intelligence

Trip--3 days--(eight members visited CINCLANT and Cape Kennedy; nine members visited West Coast contractor and intelligence facilities)

Block VII--8 days--Management of Intelligence and the Future

8. Seminar Two: On 7 January 1972 Col. White approved a second running of the Seminar. On 14 January Mr. Colby announced the decision by memorandum to the Deputy Directors

and Heads of Independent Offices, and requested nominations by 10 February. Twenty one officers were nominated, all of whom were accepted by the Training Selection Board (one was withdrawn prior to the opening). Seminar Two participants were as follows:

One GS-16 and one GS-15 from the O/DCI; three GS-15's from the Plans Directorate; one GS-17, one GS-16 and two GS-15's from the S&T Directorate; two GS-16's and four GS-15's from the Intelligence Directorate; and two GS-17's (one of whom was withdrawn after ten days), one GS-16 and two GS-15's from the Support Directorate.

The length and content of Seminar Two, which was held from 12 March to 12 May, was generally similar to Seminar One, except that the block, "New Tools and Methodologies for Intelligence," and the field trips were dropped; and the time devoted to "The Intelligence Business of CIA" was doubled to ten days.

9. Evaluation: As indicated by the DCI, both Seminar One and Two have been thoroughly evaluated. The preponderant part of the evaluation process has relied on the judgments of the Seminar participants who were requested to evaluate--in writing and through group discussions--each block at its conclusion and each running as a whole. The evaluations were most helpful in providing ideas and suggestions for improving the Seminar. They also showed a remarkably solid

consensus that both Seminar One and Two have been of high quality, that the objectives of the Seminar have been met, and that attendance has been worthwhile to the participants and of value to the Agency in terms of the time of the participant and Seminar costs.

10. Post Attendance: The Staff has maintained contact with the Seminar members in order to obtain further suggestions for the Seminar and to ascertain changes in grade and assignments. From each of the two runnings, three officers have been promoted from GS-15 to GS-16. Eleven of the officers who attended Seminar One have moved into new positions or underwent some change in the scope of their assignment. It is not suggested that attendance in the Seminar was a causal factor, but it may be concluded that the nomination and selection process functioned well and that attendance presumably helped to prepare the officers for assuming new responsibilities.

14 JUL 1972

MEMORANDUM FOR: Director of Training

SUBJECT : Senior Seminar.

The following is an extract from the minutes of the Deputies Meeting of 7 July 1972 and represents the official decision made about the Senior Seminar. You should be guided accordingly.

"5. The Executive Director reviewed his understanding of each Deputies' view on this topic, and each elaborated on same. After a full discussion, it was decided to run the Seminar once a year (January) for 25 to 30 participants who have at least one promotion ahead of them. Participants may be in grades GS-15 and above, and it is understood that, if an individual attends, this does not automatically mitigate against his attendance at other senior schools."

/s/ Robert S. Wattles

Robert S. Wattles
Acting Deputy Director
for Support

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DD/S 72-3152

10 AUG 1972

MEMORANDUM FOR: Director of Training

Hugh:

On 9 August Mr. Colby discussed with me the Senior Seminar stimulated by your draft paper and a covering note by which I had informally sent it to him. He agreed with much of the thrust of the paper. He did not agree that it would be impossible to conduct a program on a once-a-year basis although he granted that the Seminar would suffer somewhat by not having a discrete staff responsible for it.

I told Mr. Colby that we were distressed by the decision because it seemed based on only one view and without allowing for discussion of other ideas and also because it shattered what we understood to be the policy drive for executive development and leadership training with the Seminar as the pinnacle or capstone. He disagreed that the decision was based only on one view noting his belief that both DD/I and DD/P representatives at the Deputies Meeting protested their inability to produce an adequate number of candidates for two seminars each year. (He also felt that A/DD/P had articulated well a protest that directorates should not have to respond to the convenience of the training process instead of vice versa.) He did agree that there was an inconsistency between this decision and the move toward executive development.

Mr. Colby is not inclined to reopen the Seminar discussion per se but rather desires that we finalize the whole executive/leadership development program including training showing the Senior Seminar as the "must" and relegating external training to the subordinate or "nice to have" category. Mr. Colby said that he firmly believes that

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INITIALS	RR

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the external training pattern must be changed and that he is prepared to hit hard the lack of real utility and value to the Agency of these extended courses such as the military schools. He visualizes programming individuals into the Senior Seminar and other such essential courses 1, 2 or 3 years ahead of actual attendance.

This obviously gives further impetus to the necessity to complete the work which you, your people, Harry Fisher and his people have been doing on executive development and related matters. (We will get your paper back after Mr. Colby has shown it to General Walters.)



25X1A

John W. Coffey
Deputy Director
for Support

cc: D/Personnel

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25 September 1972

SOURCE: MEMORANDUM FOR THE RECORD

SUBJECT: Deputies Meeting on 19 September 1972

25 Sept 72

Senior Seminar

3. The Executive Director related that the next running of the Senior Seminar is scheduled for January 1973 and went on to highlight the division of opinion growing out of the decision on this matter at the 7 July Deputies Meeting, i.e., that the Seminar be run once a year for 25 to 30 participants

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who have at least one promotion ahead. The Executive Director noted the apparent contradiction in our ability to nominate thirty officers for long-term senior service schools and the resistance to making a lesser number available for the shorter Senior Seminar. The Director of Training said an examination of critiques suggests that the service schools have less to offer than in the past. ADDP noted the value of senior service schools in terms of future representational and liaison with other elements of the government in the field. A lengthy discussion followed, and the Executive Director summarized the views of the Deputies and the Director of Training, namely: 1) The DDP would prefer to continue the program as decided at the last Deputies Meeting, 2) The DDS&T, DDS, and Director of Training would prefer running the course twice a year with fifteen officers attending each Seminar, and 3) the DDI expressed a preference for one running of the course each year. All were of the opinion that the Seminar be open to officers in grades GS-15 and above.

ACTION: The Director approved the Executive Director's recommendation that the Seminar be run twice a year with about fifteen officers attending each session, that it be aimed at senior levels who will go to higher responsibilities (but include GS-15's where indicated) and that it be built up as the basic training for our senior levels rather than the service schools (where representation will be maintained, but at a modest level).